

North Carolina Wildlife Resources Commission

"Aligning Work with Vision"



Gordon Myers
Executive Director
North Carolina Wildlife Resources Commission



North Carolina Wildlife Resources Commission

- **Agency Overview**
- **Receipts and Expenditures**
- **Areas of Agency Focus**
- **Organizational Review Efforts**
- **Economic Impacts**



North Carolina Wildlife Resources Commission

Agency Purpose:

Why we exist...

“To develop and administer programs directed to the conservation of fish and wildlife resources and their habitats.”

derived from enabling legislation in 1947 (G.S. 143-239):

“to manage, restore, develop, cultivate, conserve, protect, and regulate the game, game and freshwater fishes, and other wildlife resources of the State...”



North Carolina Wildlife Resources Commission

Agency Mission:

What we do...

“To conserve North Carolina’s wildlife resources and their habitats and provide programs and opportunities that allow hunters, anglers, boaters and other outdoor enthusiasts to enjoy wildlife-associated recreation.”



North Carolina Wildlife Resources Commission

Agency Board

NC General Statutes Chapter 143-Article 24

§ 143-240. Creation of Wildlife Resources Commission; districts; qualifications of members.

- 19 members
- Must be ***experienced hunter, fisherman, farmer, or biologist***, who shall be **generally informed** on wildlife conservation and restoration problems
- Governor appoints 9 district commissioners to serve 6-year terms
 - Staggered appointments
 - WRC Districts 1, 4, 7
 - WRC Districts 2, 5, 8
 - WRC Districts 3, 6, 9
- Governor appoints 2 at-large commissioners to serve 4-year terms
- NC General Assembly appoints 8 commissioners to serve 2-year terms
 - 4 upon the recommendation of the President Pro Tempore of the Senate
 - 4 upon the recommendation of the Speaker of the House



North Carolina Wildlife Resources Commission

Agency Board

Key Role: Rulemaking

- Important responsibility of the Commission
 - Process governed by the Administrative Procedure Act, G.S. 150B, Article 2A
 - Commission governance serves as a means to deliberate and balance decision making
- Success requires
 - Public accountability
 - Collaborative partnership between stakeholders, professional staff, executive director, governor and legislature
 - **Function as trustees of the State's Wildlife Resources**
- Process to achieve success
 - Annual rulemaking cycle
 - Work accomplished through committee system
 - “Generalist” board approach
- Operating Environment
 - Changing constituencies
 - Changing public values
 - Increased stress on wildlife resources (effects of population growth, etc.)
 - Limitations on financial resources
 - Complexity of synthesizing public versus biological needs



North Carolina Wildlife Resources Commission

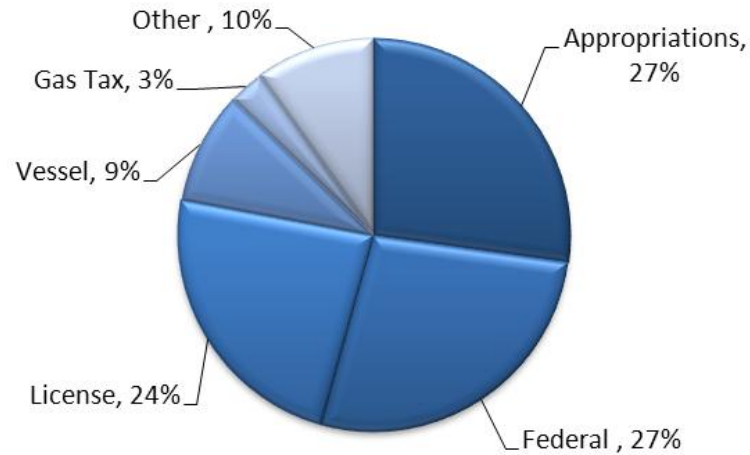
Six Agency Divisions

- Law Enforcement
 - Wildlife Management
 - Inland Fisheries
 - Engineering and Lands Management
 - Conservation Education
 - Administrative Services
-
- 649 FTE
 - \$67.9 M budget 2013



Funding: Anticipated FY 2012-2013 Receipts

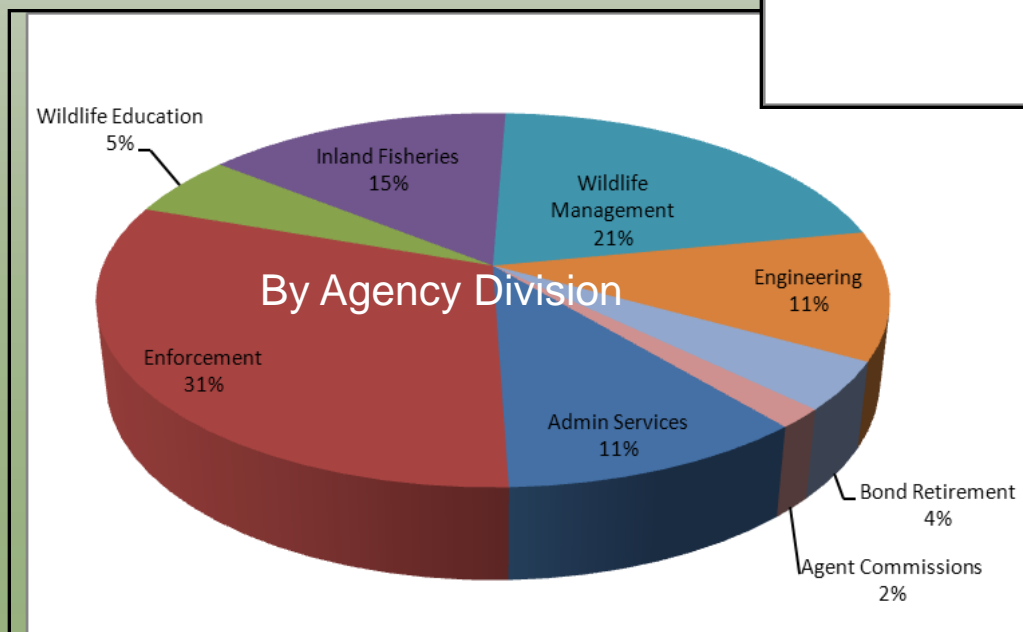
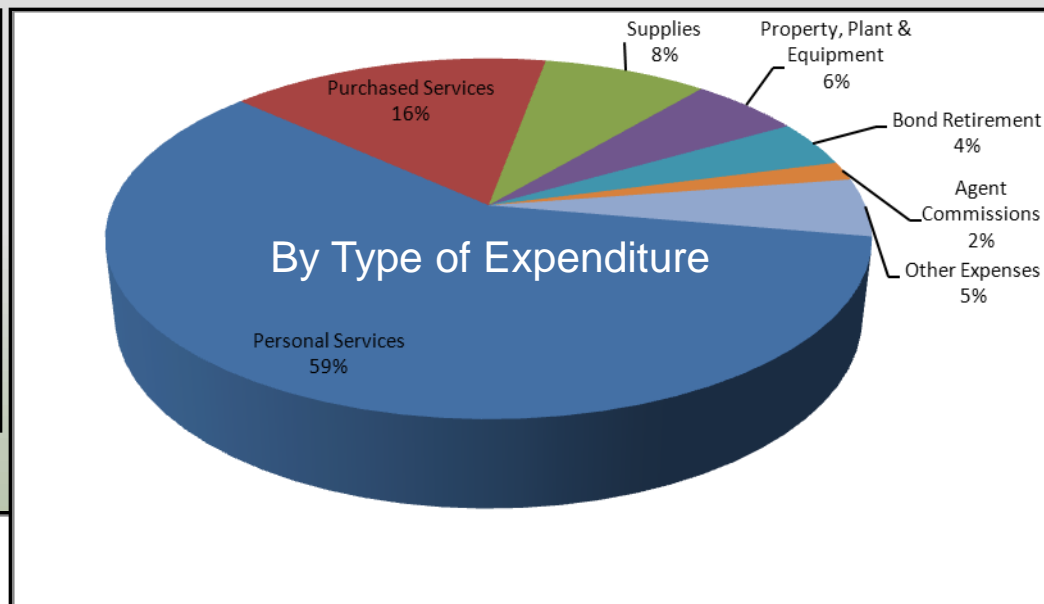
Net Receipts by Source for FY 2013
Total Budgeted Receipts: \$67,946,739



Source	Amount	Percent
Appropriations	\$ 18,476,588	27%
Federal	\$ 18,448,542	27%
License	\$ 16,004,429	24%
Vessel	\$ 6,300,000	9%
Gas Tax	\$ 2,000,389	3%
Other	\$ 6,716,791	10%
TOTAL	\$ 67,946,739	100%

Funding: FY 2011-2012 Expenditures

Summary By Account		
Personal Services	\$	39,351,657.00
Purchased Services		10,777,863.00
Supplies		5,528,032.00
Property, Plant & Equipment		3,713,296.00
Bond Retirement		2,773,748.00
Agent Commissions		1,122,027.00
Other Expenses		3,484,343.00
	\$	66,750,966.00



Actual Expenses	
Summary By Purpose	
Admin Services	\$ 7,062,448.00
Enforcement	20,619,834.00
Wildlife Education	3,583,458.00
Inland Fisheries	9,934,098.00
Wildlife Management	14,242,237.00
Engineering	7,413,116.00
Bond Retirement	2,773,748.00
Agent Commissions	1,122,027.00
	\$ 66,750,966.00

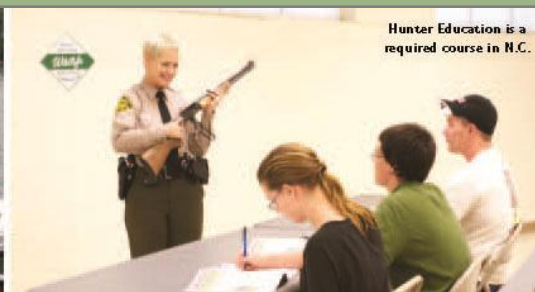


CONSERVATION AND PUBLIC SAFETY ARE ENHANCED THROUGH

WILDLIFE LAW ENFORCEMENT

NCWRC Law Enforcement activities address:

- Public Safety
- Enforcement of rules and regulations established by the WRC and General Assembly
- Conservation of state public trust resources by gaining compliance with wildlife, fisheries and boating laws
- Wildlife Enforcement Officers annually conduct
 - more than 300 free Pre-launch Boating Safety Checks
 - 100+ free Boating Safety Courses
 - 1100 free (required) Hunter Education Courses
 - 236,000 checks for safety and compliance.



Operation Something Bruin

State and federal agencies team up to crack down on bear poaching and other wildlife violations

Visit www.operationsomethingbruin.org to learn more about this law enforcement partnership

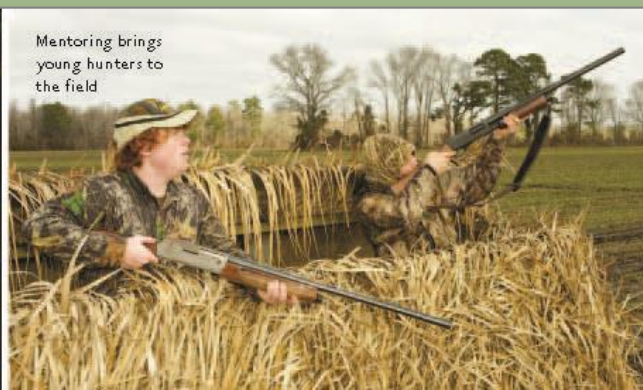
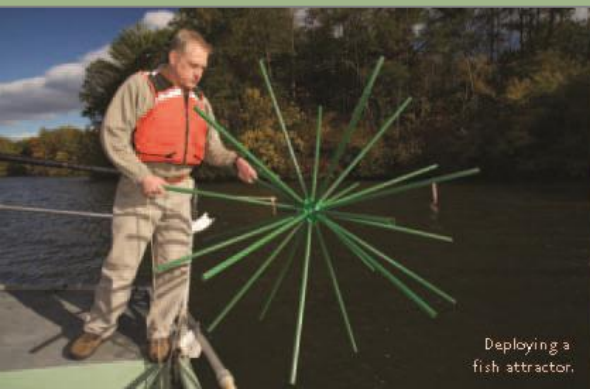
Report poaching and wildlife violations. Georgia: 1-800-241-4113 North Carolina: 1-800-662-7137

The image features a large, close-up photograph of a black bear's head. To the right of the bear, there are several logos stacked vertically: the Georgia Wildlife Resources Division logo, the North Carolina Wildlife Resources Commission logo, and the U.S. Fish and Wildlife Service logo. The text 'Operation Something Bruin' is prominently displayed at the top, followed by a description of the partnership and contact information for reporting violations.

CONSERVATION PAYS OFF BIG IN

HUNTING & FISHING

- North Carolina is ranked No. 10 in the nation for number of non-resident hunters
- Bassmaster magazine ranks four of our lakes among the top bass fishing spots in the nation.
- The American Sportsfishing Association ranks North Carolina No. 4 in visiting non-resident angler destinations
- Field & Stream magazine ranks our whitetail deer hunting some of the best in the country.
- We must continuously pursue ways to manage fish and wildlife populations for the conservation of the species and for the continued enjoyment of participants of wildlife-associated recreation



WILDLIFE SCIENCE & HABITAT

- Monitoring health and status of wildlife populations
- Developing and administering scientific research
- Addressing human-wildlife interactions
- Developing public fishing and hunting opportunities
- Working with stakeholders on hunting and fishing regulations
- Addressing wildlife disease issues such as chronic wasting disease in white-tailed deer and white-nose syndrome in bats
- Stocking public waters with warmwater and coldwater game fish species.



Many wildlife species serve as harbingers of water quality or air quality issues.

What benefits wildlife benefits us all.



CONSERVATION IS ASSURED BY

LANDS MANAGEMENT & CONSERVATION

Examples of **Lands Management and Conservation** activities:

Management of game lands

- 2 Million acres of NCWRC owned and managed land
- HIGH Ecosystem value in flood protection, and positive effects on air and water quality, and erosion control.
- Includes: working forests, early successional habitat, wetlands, streams, and other important habitats
- Statewide public access to enjoy wildlife-associated outdoor recreation

Landowner assistance:

- Wildlife Conservation Lands Program- reduced property tax assessment
- Wide-range of consulting with private landowners to help them apply wildlife management strategies on their properties and to implement practices that improve habitat on their properties



CONSERVATION PAYS OFF IN

BOATING ACTIVITIES

NCWRC **boating services** involve:

- A work area of 35,790 square miles of water in all 100 counties.
- Registering 135,000 vessels annually with over 350,000 registered boats on N.C. waters.
- Providing safety instruction to operators and enforcing boating laws.
- Partnering with nearly 150 local municipalities to build and maintain more than 210 free public boating access areas and 76 public fishing areas.
- Maintaining more than 1,400 buoys and navigational aids.
- Providing services and assistance to state and federal agencies such as N.C. State Parks and U.S. Corps of Engineers, and many local units of government.
- 15+ new or renovated boating access areas annually

Added Value:

- Brings in small businesses like bait stores, food and fuel providers and specialty shops.
- 4th in Nation in # of recreational boats, trailers and accessories sold.
- Total N.C. small boat manufacturers = 204
- Total employees, boat manufacturing industry = 8,301



CONSERVATION INTO THE FUTURE WITH

EDUCATION & AWARENESS

Education and Awareness Activities include:

- Education and outreach efforts designed to facilitate conservation of the state's wildlife and wild places
- Public Information and Communication activities including website and social media content
- In-house Production of *Wildlife in North Carolina* magazine and other special publications
- teaching more than 20,000 students and teachers and 22,000 general public participants every year at four education centers
- More than 16,000 participants at Fish for Fun events held across the state



MANY FIRSTS IN CUSTOMER SERVICE

ADMINISTRATIVE SERVICES

Administrative Services Activities include:

- 1 Million+ hunting/fishing licenses sold
- 400,000 North Carolina Regulations Digests distributed (2012)
- \$23 Million+ in license and vessel transactions each year
- 400,000 coastal fishing licenses sold for N.C. Division of Marine Fisheries
- 960 wildlife service agent locations across the state
- 200,000 telephone /mail customer service contacts, annually
- One of first agencies in the nation to offer 100% real-time Internet-based license sales
- One of the first agencies to offer online licensing, vessel registration, big game reporting
- One of the first states to allow purchase of licenses from a mobile device
- Customers can also access GIS maps for game lands, hunting, fishing, and boating access areas
- 2 Million+ web site visits to agency Internet and Intranet per year

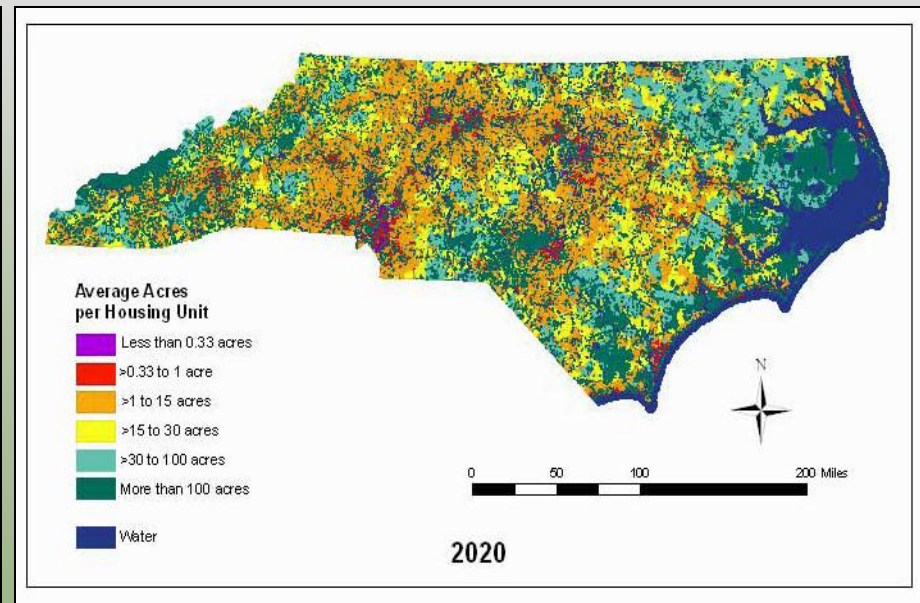
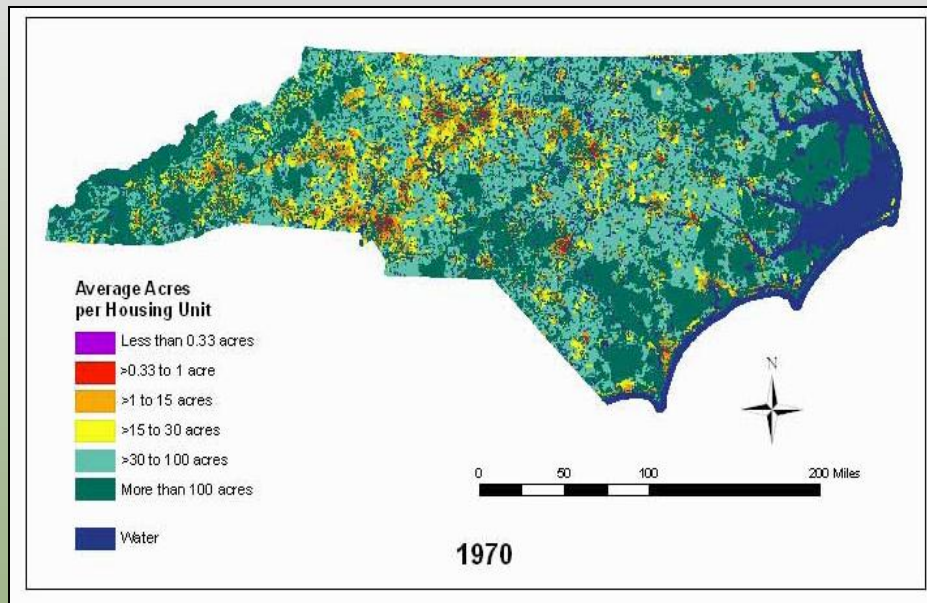


North Carolina Wildlife Resources Commission Organizational Review

- December 2009
- Key Considerations
 - Habitat
 - Demographics



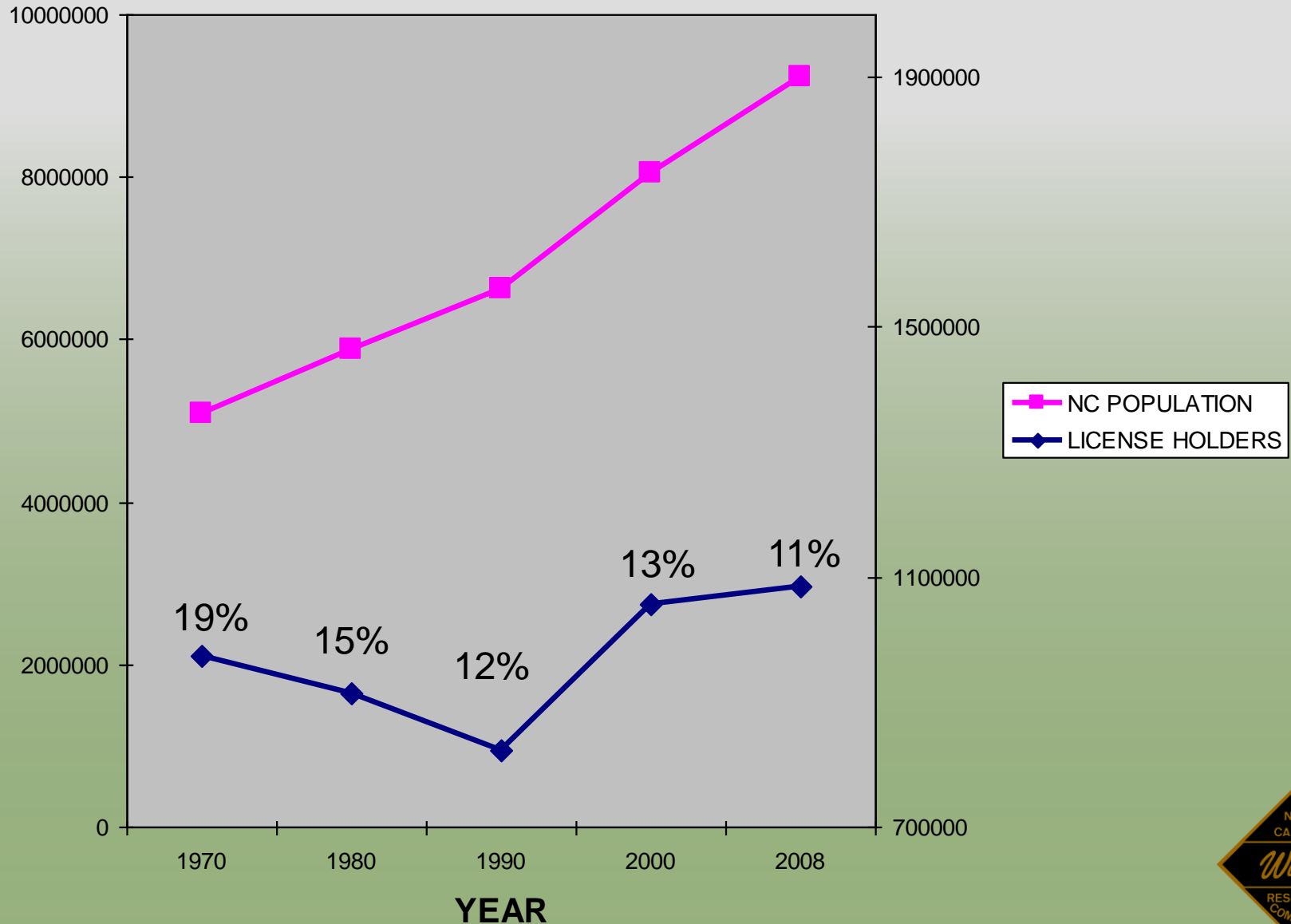
North Carolina Wildlife Resources Commission Strategic Plan



Sources:
Radeloff, V. C., R. B. Hammer, and S. I. Stewart. 2005. *Sprawl and forest fragmentation in the U.S. Midwest from 1940 to 2000*. *Conservation Biology* 19: 793-805.
Ann Ingerson, Research Associate, The Wilderness Society, ann_ingerson@twc.org or (802) 586-9625.
Volker Radeloff, U. Wisconsin-Madison, Forest Ecology and Management, 1630 Linden Drive, Madison, WI 53706, radeloff@wisc.edu, 608-263-4349.



North Carolina Wildlife Resources Commission Strategic Plan



SPORTSMAN ONLY

AGE	# License Holders											
9	4	2	5	2	4	6	2	0	0	1	1	1
10	6	3	5	8	6	6	4	3	4	2	2	0
11	10	4	7	10	4	6	4	3	2	7	1	1
12	28	14	13	10	16	21	7	6	5	7	9	6
13	82	42	38	42	30	33	23	20	20	13	7	17
14	134	79	104	82	104	76	42	50	44	28	22	25
15	244	149	168	185	194	214	116	93	78	89	64	63
16	2890	1475	1596	1776	1764	1736	1491	1361	1282	1313	1253	1182
17	3734	2091	1997	2210	2458	2325	2113	1986	1786	1714	1729	1714
18	3796	2051	2052	2096	2289	2388	2171	2072	1973	1768	1787	1802
19	4056	2017	2016	2138	2163	2149	2194	2116	1962	1906	1828	1784
20	4022	2139	2138	2137	2269	2123	2029	2160	2000	1981	1992	1930
21	4378	2196	2214	2189	2254	2310	1989	2034	2006	1999	2026	1943
22	4830	2415	2289	2366	2377	2382	2036	2051	1956	2045	2056	2070
23	5084	2627	2532	2443	2475	2408	2175	2080	1889	1968	2142	2105
24	5844	2778	2670	2653	2583	2529	2128	2154	2069	2002	2029	2170
25	5796	3151	2820	2759	2788	2591	2232	2138	2150	2112	2088	2056
26	5758	3151	3141	2839	2830	2795	2300	2184	2107	2016	2133	2101
27	6866	3225	3159	3158	2981	2888	2499	2291	2098	2064	2134	2131
28	7150	3628	3228	3173	3260	2944	2567	2408	2218	2092	2074	2155
29	7552	3810	3591	3214	3222	3266	2597	2456	2386	2168	2095	2132
30	8260	4054	3763	3624	3135	3215	2816	2523	2348	2380	2209	2158
31	8854	4459	4088	3816	3690	3222	2814	2782	2428	2283	2295	2228
32	8196	4696	4454	4053	3906	3618	2788	2733	2667	2337	2308	2299
33	8376	4394	4628	4413	4038	3851	3173	2714	2616	2640	2446	2274
34	8182	4405	4405	4611	4424	3973	3295	3091	2654	2553	2599	2457
35	7990	4361	4490	4420	4660	4362	3474	3240	2925	2565	2555	2537
36	8352	4403	4451	4402	4451	4566	3791	3301	3099	2858	2597	2552
37	8478	4518	4368	4389	4461	4420	3931	3661	3198	3000	2921	2552
38	8266	4595	4517	4297	4453	4416	3739	3765	3668	3125	3015	2868
39	8408	4545	4531	4409	4285	4362	3691	3601	3613	3443	3156	2987
40	8304	4494	4506	4477	4452	4234	3720	3665	3452	3527	3344	3063
41	8024	4554	4501	4479	4498	4435	3608	3660	3498	3356	3512	3421
42	7720	4383	4473	4433	4545	4402	3751	3403	3410	3368	3345	3433
43	7018	4189	4288	4464	4405	4419	3827	3549	3247	3262	3293	3275
44	6606	3792	4086	4307	4465	4278	3812	3597	3330	3117	3295	3250
45	6716	3690	3744	3989	4217	4335	3624	3570	3411	3221	3103	3225
46	6456	3638	3621	3675	4019	4029	3694	3462	3362	3271	3167	3036
47	6558	3480	3687	3660	3649	3888	3497	3416	3274	3303	3176	3098
48	6370	3485	3381	3513	3552	3665	3280	3219	3217	3110	3224	3047
49	6014	3427	3451	3357	3480	3380	3077	3117	3065	3080	3093	3136
50	5800	3220	3432	3389	3379	3360	2829	2841	2946	2930	3002	2971
51	5290	3209	3188	3345	3300	3279	2815	2680	2667	2841	2876	2853
52	5258	2831	3141	3050	3235	3195	2723	2650	2519	2488	2734	2750
53	5084	2804	2827	3099	3066	3195	2695	2499	2498	2390	2445	2616
54	5638	2808	2769	2751	3075	2960	2610	2450	2400	2381	2357	2364
55	5016	3012	2737	2794	2750	3020	2465	2408	2290	2232	2232	2224
56	3890	2792	2981	2686	2700	2721	2477	2271	2276	2144	2190	2192
57	3878	2135	2711	2882	2653	2633	2255	2261	2144	2124	2093	2153
58	3846	2074	2074	2652	2860	2572	2198	2073	2151	2026	2111	2005
59	3734	2069	2003	1951	2641	2745	2170	2041	1911	2046	1963	1997
60	3160	2054	2044	1996	1999	2542	2321	1965	1930	1839	1856	1931
61	2772	1772	2002	2020	1996	1967	2045	2099	1839	1840	1771	1845
62	2442	1578	1740	1982	2040	1913	1651	1923	2021	1789	1810	1692
63	2364	1364	1581	1696	2001	2063	1604	1518	1861	1930	1723	1731
64	2198	1356	1331	1523	1709	1925	1675	1516	1487	1692	1860	1587
65	2054	1220	1290	1298	1477	1587	715	645	607	624	810	758
66	2028	1161	1138	1237	1238	1411	114	87	78	70	97	112
67	1698	1032	1093	1119	1238	1192	102	31	31	25	46	45
68	1470	903	1010	1059	1066	1194	80	37	9	19	28	32
69	1438	760	840	960	968	995	88	16	12	9	18	17
70	490	315	332	359	358	337	46	24	3	7	14	12
71	140	73	78	94	38	38	18	6	14	4	10	12
72	58	45	43	45	17	20	6	6	5	4	12	10
73	48	19	31	22	9	6	0	1	4	1	13	5
74	34	13	17	20	2	3	1	2	4	2	3	15
75	18	14	6	11	9	2	1	3	1	4	3	1
76	18	15	10	2	2	4	1	0	1	1	5	3
77	10	11	6	10	3	3	2	0	3	2	1	4
78	12	6	8	7	0	2	1	3	1	0	2	1
79	16	3	6	4	1	1	2	0	1	1	1	0
80	4	6	3	5	0	0	0	0	0	0	1	0
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012

2013 2014 2015 2016 2017 2018 2019 2020 2021 2022

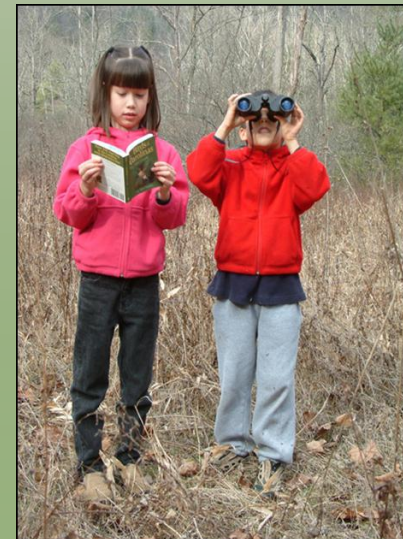
North Carolina Wildlife Resources Commission Strategic Plan

Themes

- Sustaining wildlife on the landscape
- Ensuring the relevancy of wildlife to a broader segment of the state's population



**“You don’t build it for yourself
you know what people want and
you build it for them” – Walt Disney**



North Carolina Wildlife Resources Commission Organizational Review

What is the Agency Organizational Review?

Agency Resources ↔ Strategic Plan outcomes

“Enhance effectiveness by optimizing the relationship between agency resources and outcomes”

- Strategic Plan Alignment
- Core Functions
- Whole-Agency Perspective



North Carolina Wildlife Resources Commission Organizational Review

Why?

- Natural extension of strategic planning
- Adaptive management
- Focus agency resources in the “right” ways
- Accountability
- Evaluate resource allocation



North Carolina Wildlife Resources Commission Organizational Review

How?

- Organizational Review Team
 - Division Chiefs, Executive, Budget, Personnel
- Guidance
 - Identify duplication and redundancy of program areas and activities
 - Reduce structural and operational silos
 - Facilitate communications and information flow
 - Streamline management and bureaucracy
 - Enhance internal/external collaboration



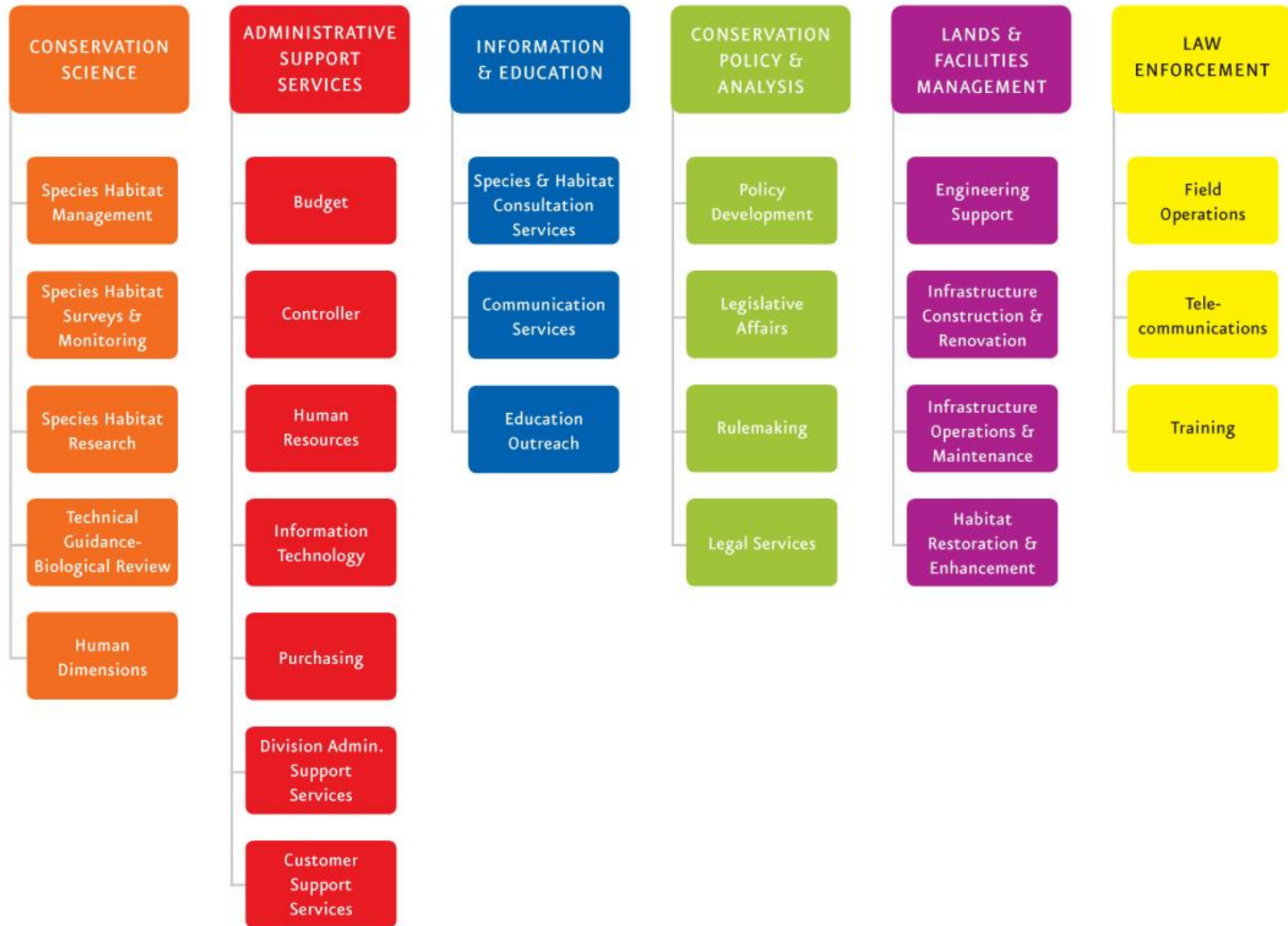
North Carolina Wildlife Resources Commission Organizational Review

How?

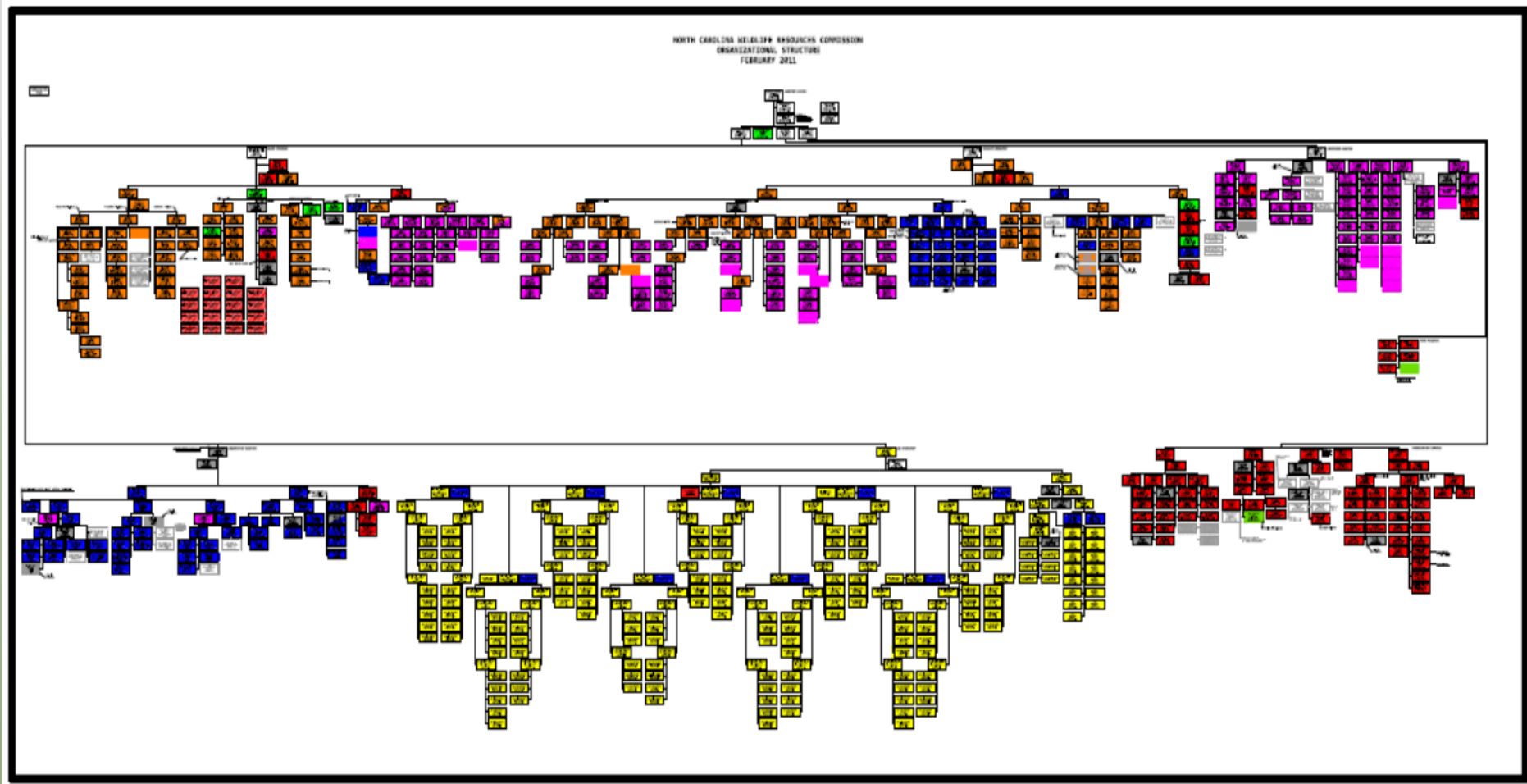
1. Identify major program areas and specific activities
2. Examine areas of common function, overlap, or duplication
3. Determine what's missing, or needed capacity
4. Categorize a comprehensive list of major functions, programs, and activities



Core functions and activities of the Wildlife Resources Commission.



North Carolina Wildlife Resources Commission Organizational Review



Land & Facilities
Conservation Policy

Conservation Science
Law Enforcement

Information & Education
Administrative Support



Aligning Work With Vision

Strategic Organizational Alignment

Focus: Law Enforcement

- June 2011: new district organization
- Reduce number of lieutenants in each district from two to one
- August 2012: structure implemented in six of the nine districts
- Division also reduced the number of airplane pilots and aircraft from four to three
- Restructuring addresses goals by examining efficiencies, eliminating redundancies, and enhancing effectiveness within boundaries of fiscal and staff resources.

Results:

- **Four new Wildlife Enforcement Officer positions allocated to the field in areas of the state with the greatest need for additional personnel**
- **Created a special investigations unit focused on the commercialization of wildlife (trafficking) and other time sensitive investigations**

This is a total of seven positions that were essentially administrative in nature reallocated to accomplish on-the-ground law enforcement work



Aligning Work With Vision

Strategic Organizational Alignment

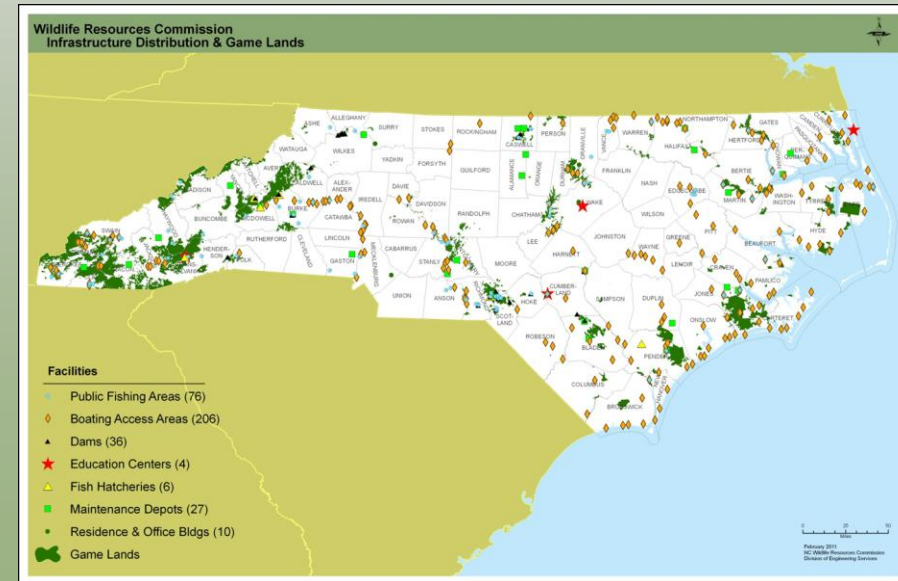


Focus: Lands and Facilities Management

- Includes all of the agency's managed lands, access areas, infrastructure maintenance, and fish and wildlife habitat management on public lands.

Agency Infrastructure:

- 2 Million acres of public game lands
- 49 lakes and ponds, including 31 dams
- 73 waterfowl impoundments
- 39 camping areas on game lands
- 130 parking areas on game lands
- 1,878 miles of road maintained
- 6 Fish Hatcheries (7 Million fish stocked annually)
- 58 public fishing areas
- 211 public boating access areas
- 1,400 navigational aids
- 4 education centers
- 137 buildings that range from storage buildings and field stations to a 73,000 sq. ft. agency headquarters building



Aligning Work With Vision

Strategic Organizational Alignment

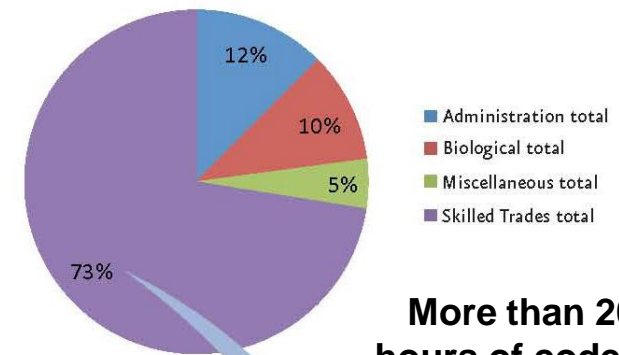
Focus: Lands and Facilities Management

- Most activities performed by agency technicians
- Technicians were organized in the divisions of Wildlife Management, Inland Fisheries, and Engineering Services.
- Each division maintained separate pathways of supervisory oversight and geographic boundaries for the activities of its technician workforce

Results of Organizational Review:

- **Consolidation of work areas and supervisory structure**
- **Reduced layers of management**
- **20 supervisory positions reallocated to accomplish on-the-ground work**
- **Improved allocation of staff resources to priority activities**
- **Pooling of staff resources**
- **Enhanced sharing of facilities and equipment**

Figure 3. Technician Staff Time Summarized by Type of Activity



More than 200,000 hours of coded time was reviewed

Top Skilled Trades Activities*





NORTH CAROLINA
WILDLIFE RESOURCES
COMMISSION

CONSERVATION PAYS OFF!

Wildlife Yields Substantial Economic
Impacts to North Carolina





\$3.3 BILLION POSITIVE IMPACT TO N.C. ECONOMY

- \$2.4 Billion - Fishing and hunting
 - 335,000 Hunters
 - 1,525,000 Anglers
- \$930 Million - Wildlife watching
 - 2.4 Million Wildlife watchers

Source: USFWS National Survey of Fishing, Hunting, and
Wildlife-Associated Recreation 2011

NORTH CAROLINA WILDLIFE RESOURCES COMMISSION

VISION

The North Carolina Wildlife Resources Commission is providing safe, comprehensive, effective and efficient fisheries, wildlife and boating programs that conserve the diversity and abundance of the state's wildlife resources...

—N.C. Wildlife Resources Commission
Strategic Plan 2009

